

Coleridge Senior Housing



1100 Ocean Avenue



Bernal Heights Housing Corporation (BHHC)

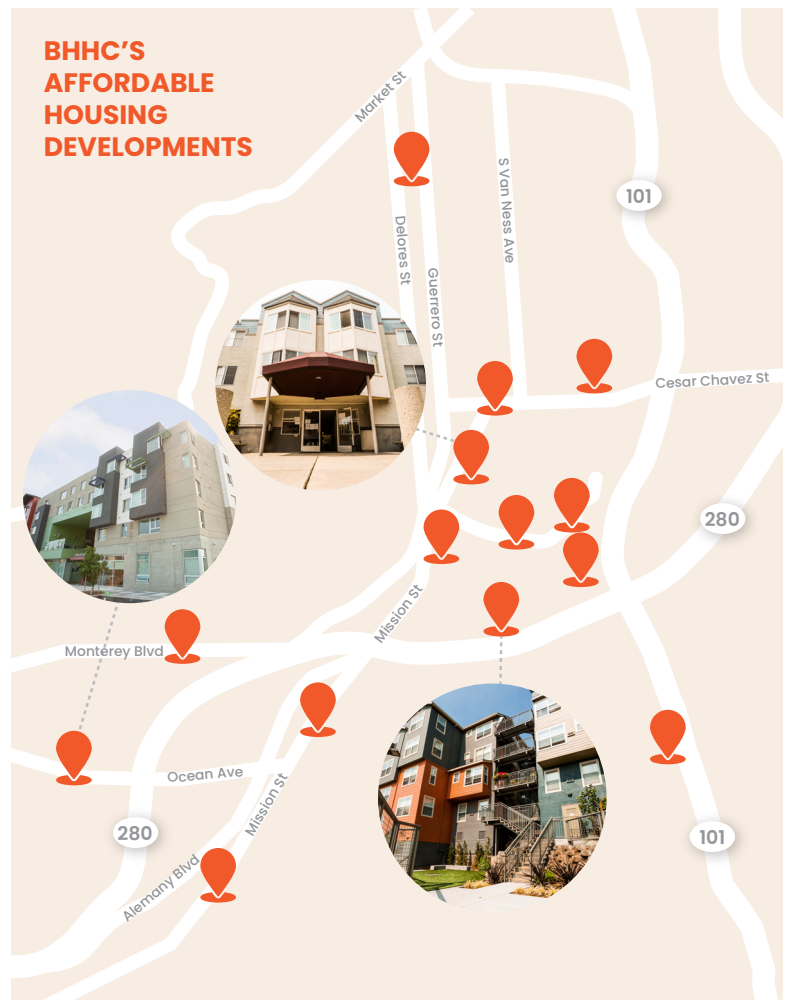
Strategic Plan 2024-2027



Market Heights

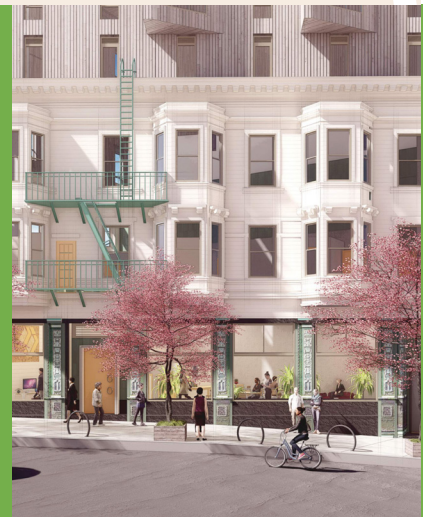
Bernal Heights Housing Corporation (BHHC)

The Bernal Heights Housing Corporation (BHHC) is Bernal Heights Neighborhood Center's (BHNC) affiliate organization that develops, preserves, and rehabilitates affordable homes throughout San Francisco. Our housing programs are designed to support adults with low incomes and their children, including formerly homeless individuals and those with special needs due to mental health issues, HIV/AIDS, or substance abuse problems. **To date, BHHC has completed 18 developments with a total of 586 units, including four commercial units.**



Recent activity:

- 3300 Mission Street (redevelopment), 35 units completed in mid-2026
- Bernal Gateway Apartments (resyndication), 57 units completed in 2020
- Alemany Apartments, 150 units (RAD - Rental Assistance Demonstration), completed in 2019
- Market Heights Apartments, 46 units (resyndication), completed in 2019



BHNC and BHHC together conduct extensive community engagement and provide wrap-around services that make our housing preservation approach award-winning. With stable affordable housing, residents can build their health, financial security, and community.



Rebuilding Our Core

Six months prior to the coronavirus pandemic, Bernal Heights Housing Corporation began an intensive strategic plan process with the initial charge of reshaping its small sites housing acquisition process. Small site acquisition considerations served as a catalyst that ultimately reshaped the overall affordable housing approach and created a pathway for the organization to reignite housing development for the next three years.

Under the guidance of our strategic consultant, staff engaged members of both boards of directors to examine every aspect of Bernal Heights Housing Corporation. Core values were re-defined, racial equity goals simplified and incorporated. Future partnership requirements and organizational needs were established, and our organizing focus was reshaped with an equity lens. While transcending through a very trying time in our country, the group continued to meet on a regular basis throughout the pandemic to revisit the previous strategic plan while examining key components of our work that ultimately repositions the organization for the immediate and long future.

Gina Dacus
Executive Director

Michael Smith
Board President,
BHHC Board

Zelda Sacli
Board President,
BHNC Board



BHHC Strategic Plan

we know our **Identity**



we follow **Strategies**



we effectively **Implement**



living our **Values**

Focusing on
Geography
Income
Equality

acting via our **Operating Principles**

learning from our **History**

pursuing our **Mission**

Preserve
our portfolio & small sites

Protect
from
displacement

Produce
large site
development

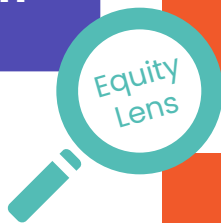

supported by
Services




powered by
Community Organizing

achieving the **Impacts**

needed to realize our **Vision**



setting & meeting **Goals & Objectives**

with needed **Capacity & Resources**

managing **Risks**

accountable through **Measures & Evaluation**



1100 Ocean Avenue

Parallel Work

Topics

- Continuance of Diversity, Equity, and Inclusion of Health Frameworks
- Governance
- Community Organizing

Training

- Real Estate Development
- Asset Management
- Financial Analysis
- Board Development

Who Are We?



Our Mission

Working to preserve and enhance the ethnic, cultural, and economic diversity of Bernal Heights, the Excelsior, and surrounding neighborhoods. We promote action to build a just and equitable community for all. BHNC focuses on the needs of people with low and moderate incomes.

Our Vision

We envision a community that values and preserves affordable housing and celebrates diversity. We imagine neighbors of diverse cultural and economic backgrounds empowered to promote the vitality and long-term stability of residents in Bernal Heights, Excelsior, and surrounding neighborhoods.



Our Values

The values we share at BHNC guide how we serve our communities, and the lenses through which we view our constituencies and aims as an organization.

They are:

To build strong, just, and equitable communities through neighbor and tenant engagement. We provide residents with resources, training, and connection to city agencies, nonprofits and movements.

To racial equity. We will persist in interrupting systemic racism and advancing equity through our housing development and community service.

To an openness to program innovations as we organize people. We embrace the alchemy that occurs when a diverse community comes together to create solutions.

To developing leaders. The personal and professional growth of our staff, youth and residents stepping into leadership is limitless through training and problem-solving.

To service. BHNC offers solutions and leads by example.

To change. Our values are lived and practiced.

Operating Principles



- **We take the long view.** We are engaged in difficult work that requires long-term planning, sustained effort, and patience. We know that the choices we make today impact people’s lives throughout the planning and for many years after fruition.
- **We strive to operationalize equity in our organization.** We commit to being self-reflective and learning about the historic, social, and systemic influences affecting individual and community outcomes.
- **We aspire to balance** creativity and experimentation based on our unique perspectives with evidence-based research and best practices.



- **We listen to the needs of our community** and when possible, provide services that respond to those needs.
- **We support our staff with leadership development.** We prioritize promoting from within the organization and offer training and opportunities for growth.
- **We focus on solutions** when there is a problem, not judgements.
- **We check any assumptions about each other** – or anyone involved with the organization. We strive to understand each other’s priorities and portray each other in the best possible light.
- **When we make mistakes, we take responsibility,** correct, and learn from them.

- **We accept not knowing all the answers** although we ask for timely follow-up.
- **We value the diverse functions** within our organization as part of the whole. We are accountable to other staff members no matter our role.
- **We nurture partnerships** that serve our community.



- **We maintain a financially sound organization in service of our mission.** A solid financial position through diverse income streams allows us to invest in programs and people, take risks, and navigate volatility in funding.
- **We conduct our work in an environmentally sustainable manner.** We commit to an efficient use of resources and energy in our operations, and attention to the health and safety of our staff. We welcome green innovations of all kinds.

Timeline

The BHNC was founded in October 1978, incorporated as a non-profit organization named the Bernal Heights Community Foundation.

1980s

The **senior lunch and activity program** funded by St. Kevin's Church moves to BHNC.

Successful **youth programs** for low-income and minority youth are developed, including gang prevention, after-school programs, and employment services.



BHNC develops **Coleridge Park Homes** with BRIDGE Housing Corporation in 1989, a property of 49 apartments for seniors with very low incomes.



The first year of **Fiesta on the Hill** is launched in 1991 with the Bernal Business Alliance.

BHNC was formed in 1991 to expand its work to develop affordable housing for families, singles, seniors, transitional-age youth, and people with special needs.



1990s

Market Heights Apartments opened in 1996 with 46 affordable rental housing perched above the Alemany Market.



2000s



Bernal Gateway Apartments opened in 2001 with 55 affordable family housing units and a full complement of services.



Crocker Amazon Senior Apartments (CASA) opened with 37 studios and one-bedroom apartments.



BHHC participates in **14 community planning workshops**, engaging 200 Mission and Cesar Chavez residents.

2010s



BHHC was awarded the **Urban Transformation Special Commendation** by the American Institute of Architects (AIA) in 2019 for 1100 Ocean Ave.



The City and County of SF began using HUD's Rental Assistance Demonstration (RAD) program to transfer public housing buildings to developers with community ties that would rehabilitate and operate the **Holly Courts and Alemany Apartments** long-term.



BHHC/BHNC and Mercy Housing California co-developed the affordable **1100 Ocean Ave. Apartments**, opening in February 2015, providing 71 units - set aside for seniors, transitional aged youth (TAY) and families.

A new chapter begins. The pandemic strikes in March 2020 with ensuing economic hardship for low-income residents, a nationwide push for racial justice and cascading climate disasters. BHHC is faced with re-envisioning its work amidst significant forces beyond anyone's control yet with new openness to racial equity. The impacts are still unfolding.

2020s



Racial Equity

BHHC believes that racial equity is the desired outcome that occurs as a result of dismantling the complex components of systemic racism. In 2021, BHHC underwent a strategic planning process wherein we established a value system and direction for the organization about advancing racial equity.

The following statement was the result of that organization-wide reflection on racial equity and inclusion:

“As a neighborhood-based community services and affordable housing organization, BHHC is uniquely positioned to interrupt systemic racism. Systemic racism impacts people and communities of color in every aspect of their lives: housing, healthcare, food access, environment, and economic stability. We also know that where racism harms people of color (POC) in any one area, it further harms individuals in other areas.

We believe in fostering a coordinated approach to community building that considers the history of the neighborhood and incorporates ongoing assessments that measure impact as change is experienced over the lifespan of our residents. Our desire is to effect change that is transformational rather than transactional. Further, in our role as an affordable housing and service provider, we situate our approach to equity within a Social Determinants of Health framework to understand our impact as broader than addressing individual issues. Unequal access to social services or housing negatively impacts an individual’s health.

As a BIPOC organization, we also understand that racism across the spectrum of color is experienced in different ways. This awareness means that we scan a diverse community for a broad view of the social landscape so that our services and housing consider the barriers and resources needed to address the variety of current and emerging needs and experiences. Powered by community engagement along with informal and formal assessments allows us to identify challenges and build short, medium, and long-term goals with resources that are culturally and linguistically appropriate. This approach allows us to measure impact and to shift strategies as needed. Our ultimate goal is to partner with the community that we serve, dismantle systemic racism, provide opportunities, and advance equity as it touches all areas of residents’ lives.”



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Pillars of Affordable Housing



PRODUCE

Build additional affordable units



PRESERVE

Retain housing portfolio



Coleridge Senior Housing



PROTECT

Residents from inequality of housing market

Production



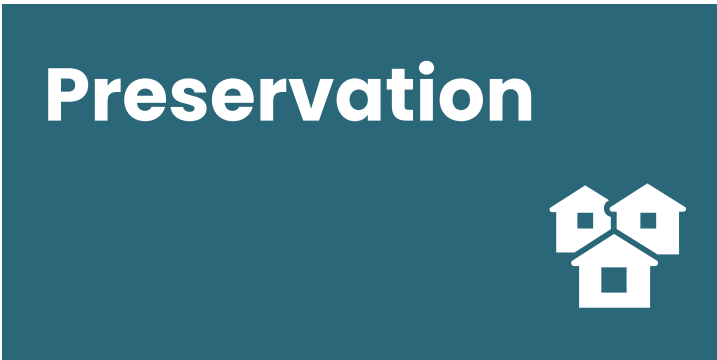
BHHC will boldly pursue new affordable housing production opportunities. We will create new partnerships as an emerging BIPOC organization and consider innovative opportunities to partner with larger developers leveraging our community organizing and services expertise. We will target potential sites with 50+ units in our core neighborhoods and citywide.

Generate projects and obtaining site control

Successfully partnering with other developers

Growing our capacity as a developer

Preservation



BHHC will retain most of the properties in its housing portfolio and will partner with MOHCD, HUD and other city agencies to address any deficits and challenges of selected properties that consistently generate financial losses for the organization before considering disposition.

Portfolio

Asset Management

Organizational Management

Property Management

Protection



BHHC will assist residents experiencing displacement, eviction, rising rents, loss of housing and other consequences of the inequities of the Bay Area housing market.





Powered by Community Organizing and Engagement

Organize

Build power through collective action to address grievances or to advance shared interests.

Engage

Involve community members in a collective process.

Advocate

Support or recommend a particular cause or policy; plead on someone else's behalf.



Why We Organize



We organize to build community power

- We solve community problems and give voice and validity to community aspirations
- We bring together diverse parts of the community
- We build a base to advocate for our own housing developments
- We build engagement and support for BHHC itself as a sustainable anchor organization.

Powered by Community Organizing Successes

Our history of organizing dates from the founding of our organization, which in fact was born of collective neighborhood action resulting from community organizing campaigns in the north and south areas of Bernal. Some of our victories resulting from our community organizing campaigns over the years include:

- Earning Mayor Moscone's support for safe, planned development on Elsie Street.
- Turning the Bernal Hill-adjacent grove at Bocana and Coso into permanent open space.
- Building and funding the Esmeralda minipark and slides in partnership with adjacent neighbors.
- Securing funding to purchase our neighborhood center buildings.
- Opening the Crocker Amazon Senior Apartments, the Excelsior District's first senior housing development.
- Working with SFMTA and Supervisor Ronen to design and fund pedestrian safety improvements along Cortland Avenue.
- Building community support for multiple affordable housing sites.

Strategic Plan Outcomes



Racial Equity Persist in interrupting systemic racism and advancing equity through our housing development and community service, even as we recognize inequities are experienced differently by diverse groups of people.



Powered by Community Organizing and Engagement Relaunch strategies to build community power by bringing together diverse members of the neighborhood—giving voice and validity to community aspirations.



Affordable Housing Production Design new affordable housing production strategies while being mindful of new opportunity sites with 50+ units in our core neighborhoods and citywide.



Future Small Sites Acquisition Establish funding sources to identify new sustainable sites and modernize and rehabilitate existing buildings to protect residents from the inequities of the Bay Area housing market.



Partnership Building Re-enforce our relationship with the Mayor's Office of Housing and Community Development and the Department of Building Inspections to maximize impact, identify best practices, and speed up the delivery of permanently affordable housing to support adults with low incomes and their families.



Leadership Development Build capacity in our cross-training programs, creating new opportunities for growth and prioritizing promoting from within the organization to increase retention and job satisfaction.



Retain Capacity As we gain experience, we will creatively build our staffing capacity by leveraging consultants and housing partnerships that agree to train and develop our staff. We will invest in housing staff to prepare ourselves to be ready as a partner. We will be laser-focused and financially committed to make an investment while pursuing partnerships.



System Upgrades Support new efforts to upgrade internal systems thereby expanding our reach to our community, improving fundraising efforts, and enhancing our program's impact.